

Appendix F

Visions and Goals



I. Introduction



Intangible benefits have been ranked based on an assessment of how well each operational model aligns with King County's vision and goals. To determine the alignment with vision and goals, each vision/goal statement was reviewed and given a ranking of one to five, with five indicating the alternative fully met the statement.

Finance

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals	Ensure continued compliance with all federal, state and local laws and regulations including Generally Accepted Accounting Principles (GAAP), IRS requirements, State of Washington Budget, Accounting Reporting Systems (BARS), countywide policies and procedures, collective bargaining agreements and the county's strategic business initiatives and internal audit and control requirements.	2	2	5
General Operational Goals	Standardize and improve business processes and practices and work to eliminate impediments to adopting best practices.	1	2	5
General Operational Goals	Ensure that a common definition and understanding of core systems is agreed to and reinforced by the county's technology governance structure and direction.			
General Operational Goals	Eliminate administrative activities that add no value.	1	2	4
General Operational Goals	Capture and make available the financial, human resource and budget information needed to effectively manage programs and measure their success.	1	3	5
General Operational Goals	Work with stakeholders and business process owners to streamline the county's core financial, human resource and budget processes.	1	2	5
General Operational Goals	Support basic financial, human resource, and budget functions within the core system(s) of the county, making that system(s) the "system of record". Minimize dependency on "secondary" or "side" systems in the performance of mission-critical functions. Use the core system(s) as a business backbone, or foundation upon which to automate additional business functions in the future in an integrated fashion.	1	2	5

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals	Provide the capability to conduct analyses that distinguish between local and countywide revenues and expenditures within the financials, human resources, payroll, and budgeting business areas.	1	3	5
General Operational Goals	Provide agencies, and specifically system users and functional managers, with the necessary technology, tools, and training to enable them to extract the data they require to meet their business needs.	1	2	4
General Operational Goals	Make information more readily available, as appropriate, to all county agencies, the general public, and the business community.	1	3	5
General Operational Goals	Greatly enhance general reporting capabilities countywide. Organize information in a way that facilitates easy, rapid access, and provide reporting tools and interfaces that support easy desktop access as appropriate.	1	3	5
General Operational Goals	Improve the county's ability to conduct business, human resources and technology planning based on reliable, timely financial and human resource data.	1	2	4
General Operational Goals	Support effective, efficient auditing of county records in accordance to Generally Accepted Auditing Standards.	3	3	5
General Operational Goals Average		1.3	2.4	4.8
Technology Specific Goals	Ensure security controls that are capable of enforcing the county's business rules, access policies, and legal obligations with regard to employee data, financial and budget information, and business activities.	1	2	5
Technology Specific Goals	Evaluate the short and long term system needs of the financial, human resource and budget operations of the county, and deploy proven commercial software and hardware solutions that utilize current, mainstream technology, as the core business system(s) of the county.	1	2	5

Group	Goal	Option 1	Option 2	Option 3
Technology Specific Goals	Minimize the number of separate information systems, and the interfaces that connect them, running on different computers, written in different programming languages, and utilizing separate databases.	1	1	4
Technology Specific Goals	Provide effective interfaces between the proposed financial and HRMS systems and other systems that provide critical information to them. Example: Property tax billing and collection system and the Local Improvement (LID) system.	3	3	4
Technology Specific Goals	Limit customizations to the software to hold down implementation costs, to support standardization of business practices, and to preserve the ability to upgrade to new versions as they are released.	1	2	4
Technology Specific Goals	Support automated workflow management, including automated review and approval for functions ranging from budget management, to human resource events, to purchasing activities, based on business rules.	1	2	5
Technology Specific Goals	Take advantage of the strengths of the Web to the extent appropriate based on the county's technical infrastructure plan and the capabilities of the selected software package.	2	3	5
Technology Specific Goals	Develop system audit and control capabilities.	3	3	5
Technology Specific Goals	Where practical, replace paper forms and documents with electronic documents that can be filed, transferred, and retrieved efficiently.	1	3	5
Technology Specific Goals Average		1.6	2.3	4.7
Financial Accounting Business Goals	Maintain summarized data for General Ledger that in turn reconciles with subsidiary ledgers.	4	4	5

Group	Goal	Option 1	Option 2	Option 3
Financial Accounting Business Goals	Reflect accurate project and grant accounting expenditures and revenues, and provide the capability to conduct analyses that distinguish between local and countywide revenues and expenditures.	2	3	5
Financial Accounting Business Goals	Support the timely closure of month-end and year-end processes.	3	3	5
Financial Accounting Business Goals	Manage centrally performed accounts receivable billing, and collection enforcement functions and reporting.	1	2	4
Financial Accounting Business Goals	Support the budget monitoring process by allowing encumbrances (purchase orders/contracts), pre-encumbrances (requests for purchase), accruals (Accounts Payable liabilities) and the tracking of expenditures against these commitments.	2	2	5
Financial Accounting Business Goals	Improve the ability to quickly and easily report budget balances available at the fund, cost center, and project level, and also provide for use of contra account balances.	2	3	5
Financial Accounting Business Goals	Support the ability to maintain and track current budget adjustments and appropriation/funding levels throughout the year.	2	3	5
Financial Accounting Business Goals	Support the county's investment program, cash and debt management, and trust and agency responsibilities through appropriate interfaces to the General Ledger.	4	4	5
Financial Accounting Business Goals	Maintain system reliability and stability to ensure integrity of financial data for general ledger, procurement, accounts payable, accounts receivable, cash management, debt management, fixed assets and financial reporting and the appropriate use of public funds.	3	3	5

Group	Goal	Option 1	Option 2	Option 3
Financial Accounting Business Goals	Maintain a financial system that ensures responsive and accurate financial services to all customer agencies.	2	3	5
Financial Accounting Business Goals	Support a single countywide procurement process and ensure accurate application of procurement regulations, policies and procedures, and established standards for contract development, negotiation and utilization.	1	1	5
Financial Accounting Business Goals	Improve county materials management by integrating purchasing, inventory and financial functions; providing robust information on county goods and services; and by streamlining processes with contemporary technology.	1	2	5
Financial Accounting Business Goals Average		2.3	2.8	4.9
Grand Average		1.7	2.5	4.8

Human Resources

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals	Ensure continued compliance with all federal, state and local laws and regulations including Generally Accepted Accounting Principles (GAAP), IRS requirements, State of Washington Budget, Accounting Reporting Systems (BARS), countywide policies and procedures, collective bargaining agreements and the county's strategic business initiatives and internal audit and control requirements.	3	4	5
General Operational Goals	Standardize and improve business processes and practices and work to eliminate impediments to adopting best practices.	3	4	4
General Operational Goals	Ensure that a common definition and understanding of core systems is agreed to and reinforced by the county's technology governance structure and direction.	1	1	5
General Operational Goals	Eliminate administrative activities that add no value.	3	4	5
General Operational Goals	Capture and make available the financial, human resource and budget information needed to effectively manage programs and measure their success.	1	2	5
General Operational Goals	Work with stakeholders and business process owners to streamline the county's core financial, human resource and budget processes.	3	4	5
General Operational Goals	Support basic financial, human resource, and budget functions within the core system(s) of the county, making that system(s) the "system of record". Minimize dependency on "secondary" or "side" systems in the performance of mission-critical functions. Use the core system(s) as a business backbone, or foundation upon which to automate additional business functions in the future in an integrated fashion.	1	1	4

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals	Provide the capability to conduct analyses that distinguish between local and countywide revenues and expenditures within the financials, human resources, payroll, and budgeting business areas.	1	1	5
General Operational Goals	Provide agencies, and specifically system users and functional managers, with the necessary technology, tools, and training to enable them to extract the data they require to meet their business needs.	1	1	5
General Operational Goals	Make information more readily available, as appropriate, to all county agencies, the general public, and the business community.	1	1	5
General Operational Goals	Greatly enhance general reporting capabilities countywide. Organize information in a way that facilitates easy, rapid access, and provide reporting tools and interfaces that support easy desktop access as appropriate.	2	2	5
General Operational Goals	Improve the county's ability to conduct business, human resources and technology planning based on reliable, timely financial and human resource data.	2	2	5
General Operational Goals	Support effective, efficient auditing of county records in accordance to Generally Accepted Auditing Standards.	1	1	4
General Operational Goals Average		1.8	2.2	4.8
Technology Specific Goals	Ensure security controls that are capable of enforcing the county's business rules, access policies, and legal obligations with regard to employee data, financial and budget information, and business activities.	2	2	5
Technology Specific Goals	Evaluate the short and long term system needs of the financial, human resource and budget operations of the county, and deploy proven commercial software and hardware solutions that utilize current, mainstream technology, as the core business system(s) of the county.	1	1	5

Group	Goal	Option 1	Option 2	Option 3
Technology Specific Goals	Minimize the number of separate information systems, and the interfaces that connect them, running on different computers, written in different programming languages, and utilizing separate databases.	1	1	5
Technology Specific Goals	Provide effective interfaces between the proposed financial and HRMS systems and other systems that provide critical information to them. Example: Property tax billing and collection system and the Local Improvement (LID) system.	2	2	5
Technology Specific Goals	Limit customizations to the software to hold down implementation costs, to support standardization of business practices, and to preserve the ability to upgrade to new versions as they are released.	1	1	3
Technology Specific Goals	Support automated workflow management, including automated review and approval for functions ranging from budget management, to human resource events, to purchasing activities, based on business rules.	1	1	5
Technology Specific Goals	Take advantage of the strengths of the Web to the extent appropriate based on the county's technical infrastructure plan and the capabilities of the selected software package.	2	2	5
Technology Specific Goals	Develop system audit and control capabilities.	2	2	5
Technology Specific Goals	Where practical, replace paper forms and documents with electronic documents that can be filed, transferred, and retrieved efficiently.	2	2	5
Technology Specific Goals Average		1.6	1.6	4.8
Human Resource Management Business Goals	Provide employees, retirees, and fiduciaries direct and secure access, as appropriate, to personnel, payroll, time and attendance, benefit, and retirement information.	1	1	5

Group	Goal	Option 1	Option 2	Option 3
Human Resource Management Business Goals	Improve human resource management to include: position management, recruitment, training administration, competency management, career planning for manager level and higher, succession planning for key employees, labor issues, class/comp/labor contract implementation, and contract and temporary labor management tracking.	2	4	5
Human Resource Management Business Goals	Provide secure access to and maintenance of human resource related information by supervisors and managers to meet their management decision-making activities.	1	1	5
Human Resource Management Business Goals	Empower employees to secure access and maintain their own human resource information where appropriate.	1	1	5
Human Resource Management Business Goals	Increase effectiveness in the delivery of human resource activities resulting in reduced processing time.	2	4	5
Human Resource Management Business Goals Average		1.4	2.2	5.0
Grand Average		1.6	2.0	4.8

Payroll

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals	Ensure continued compliance with all federal, state and local laws and regulations including Generally Accepted Accounting Principles (GAAP), IRS requirements, State of Washington Budget, Accounting Reporting Systems (BARS), countywide policies and procedures, collective bargaining agreements and the county's strategic business initiatives and internal audit and control requirements.	3	3	5
General Operational Goals	Standardize and improve business processes and practices and work to eliminate impediments to adopting best practices.	1	1	5
General Operational Goals	Ensure that a common definition and understanding of core systems is agreed to and reinforced by the county's technology governance structure and direction.	1	1	5
General Operational Goals	Eliminate administrative activities that add no value.	1	1	5
General Operational Goals	Capture and make available the financial, human resource and budget information needed to effectively manage programs and measure their success.	1	1	5
General Operational Goals	Work with stakeholders and business process owners to streamline the county's core financial, human resource and budget processes.	1	1	5
General Operational Goals	Support basic financial, human resource, and budget functions within the core system(s) of the county, making that system(s) the "system of record". Minimize dependency on "secondary" or "side" systems in the performance of mission-critical functions. Use the core system(s) as a business backbone, or foundation upon which to automate additional business functions in the future in an integrated fashion.	1	1	5
General Operational Goals	Provide the capability to conduct analyses that distinguish between local and countywide revenues and expenditures within the financials, human resources, payroll, and budgeting business areas.	1	1	5
General Operational Goals	Provide agencies, and specifically system users and functional managers, with the necessary technology, tools, and training to enable them to extract the data they require to meet their business needs.	1	1	5

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals	Make information more readily available, as appropriate, to all county agencies, the general public, and the business community.	1	1	5
General Operational Goals	Greatly enhance general reporting capabilities countywide. Organize information in a way that facilitates easy, rapid access, and provide reporting tools and interfaces that support easy desktop access as appropriate.	1	1	5
General Operational Goals	Improve the county's ability to conduct business, human resources and technology planning based on reliable, timely financial and human resource data.	1	1	4
General Operational Goals	Support effective, efficient auditing of county records in accordance to Generally Accepted Auditing Standards.	2	2	5
General Operational Goals Average		1.2	1.2	4.9
Technology Specific Goals	Ensure security controls that are capable of enforcing the county's business rules, access policies, and legal obligations with regard to employee data, financial and budget information, and business activities.	2	2	5
Technology Specific Goals	Evaluate the short and long term system needs of the financial, human resource and budget operations of the county, and deploy proven commercial software and hardware solutions that utilize current, mainstream technology, as the core business system(s) of the county.	1	1	5
Technology Specific Goals	Minimize the number of separate information systems, and the interfaces that connect them, running on different computers, written in different programming languages, and utilizing separate databases.	1	1	5
Technology Specific Goals	Provide effective interfaces between the proposed financial and HRMS systems and other systems that provide critical information to them. Example: Property tax billing and collection system and the Local Improvement (LID) system.	2	2	5
Technology Specific Goals	Limit customizations to the software to hold down implementation costs, to support standardization of business practices, and to preserve the ability to upgrade to new versions as they are released.	1	1	3

Group	Goal	Option 1	Option 2	Option 3
Technology Specific Goals	Support automated workflow management, including automated review and approval for functions ranging from budget management, to human resource events, to purchasing activities, based on business rules.	1	1	5
Technology Specific Goals	Take advantage of the strengths of the Web to the extent appropriate based on the county's technical infrastructure plan and the capabilities of the selected software package.	2	2	5
Technology Specific Goals	Develop system audit and control capabilities.	2	2	5
Technology Specific Goals	Where practical, replace paper forms and documents with electronic documents that can be filed, transferred, and retrieved efficiently.	2	2	5
Technology Specific Goals Average		1.6	1.6	4.8
Payroll Business Goals	Comply with labor agreements, as well as federal, state and county laws.	3	3	5
Payroll Business Goals	Reduce time required to capture time and process payroll, and shorten the lag between end of pay-period and payday.	1	1	5
Payroll Business Goals	Provide employees the information needed to validate that their pay stubs are accurate.	1	1	5
Payroll Business Goals	Produce timely and accurate paychecks.	3	3	5
Payroll Business Goals	Improve access to historical information.	2	2	4
Payroll Business Goals	Pay all employees on a common, bi-weekly, pay cycle from a single payroll system by migrating all employees to the PeopleSoft system.	1	1	5
Payroll Business Goals	Support labor distribution with a system that is compatible with PeopleSoft and the financial system that is implemented.	2	2	4
Payroll Business Goals Average		1.9	1.9	4.7
Grand Average		1.5	1.5	4.8

Budget

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals	Ensure continued compliance with all federal, state and local laws and regulations including Generally Accepted Accounting Principles (GAAP), IRS requirements, State of Washington Budget, Accounting Reporting Systems (BARS), countywide policies and procedures, collective bargaining agreements and the county's strategic business initiatives and internal audit and control requirements.	3	3	5
General Operational Goals	Standardize and improve business processes and practices and work to eliminate impediments to adopting best practices.	1	3	5
General Operational Goals	Ensure that a common definition and understanding of core systems is agreed to and reinforced by the county's technology governance structure and direction.			
General Operational Goals	Eliminate administrative activities that add no value.	1	3	5
General Operational Goals	Capture and make available the financial, human resource and budget information needed to effectively manage programs and measure their success.	1	3	5
General Operational Goals	Work with stakeholders and business process owners to streamline the county's core financial, human resource and budget processes.			

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals	Support basic financial, human resource, and budget functions within the core system(s) of the county, making that system(s) the "system of record". Minimize dependency on "secondary" or "side" systems in the performance of mission-critical functions. Use the core system(s) as a business backbone, or foundation upon which to automate additional business functions in the future in an integrated fashion.	2	3	5
General Operational Goals	Provide the capability to conduct analyses that distinguish between local and countywide revenues and expenditures within the financials, human resources, payroll, and budgeting business areas.	1	3	5
General Operational Goals	Provide agencies, and specifically system users and functional managers, with the necessary technology, tools, and training to enable them to extract the data they require to meet their business needs.	2	3	5
General Operational Goals	Make information more readily available, as appropriate, to all county agencies, the general public, and the business community.	1	3	5
General Operational Goals	Greatly enhance general reporting capabilities countywide. Organize information in a way that facilitates easy, rapid access, and provide reporting tools and interfaces that support easy desktop access as appropriate.	1	3	5
General Operational Goals	Improve the county's ability to conduct business, human resources and technology planning based on reliable, timely financial and human resource data.	2	3	5
General Operational Goals	Support effective, efficient auditing of county records in accordance to Generally Accepted Auditing Standards.	1	2	4

Group	Goal	Option 1	Option 2	Option 3
General Operational Goals Average		1.5	2.9	4.9
Technology Specific Goals	Ensure security controls that are capable of enforcing the county's business rules, access policies, and legal obligations with regard to employee data, financial and budget information, and business activities.	2	3	5
Technology Specific Goals	Evaluate the short and long term system needs of the financial, human resource and budget operations of the county, and deploy proven commercial software and hardware solutions that utilize current, mainstream technology, as the core business system(s) of the county.	1	2	5
Technology Specific Goals	Minimize the number of separate information systems, and the interfaces that connect them, running on different computers, written in different programming languages, and utilizing separate databases.	1	1	5
Technology Specific Goals	Provide effective interfaces between the proposed financial and HRMS systems and other systems that provide critical information to them. Example: Property tax billing and collection system and the Local Improvement (LID) system.	2	2	5
Technology Specific Goals	Limit customizations to the software to hold down implementation costs, to support standardization of business practices, and to preserve the ability to upgrade to new versions as they are released.	1	1	4
Technology Specific Goals	Support automated workflow management, including automated review and approval for functions ranging from budget management, to human resource events, to purchasing activities, based on business rules.	1	2	5
Technology Specific Goals	Take advantage of the strengths of the Web to the extent appropriate based on the county's technical infrastructure plan and the capabilities of the selected software package.	2	4	5
Technology Specific	Develop system audit and control capabilities.	1	2	5

Group	Goal	Option 1	Option 2	Option 3
Goals				
Technology Specific Goals	Where practical, replace paper forms and documents with electronic documents that can be filed, transferred, and retrieved efficiently.	1	4	5
Technology Specific Goals Average		1.3	2.3	4.9
Budget Preparation Business Goals	Improve the county's ability to budget and measure program success based on performance metrics.	1	3	5
Budget Preparation Business Goals	Support a countywide, public sector operating and capital budget preparation system (module) that can be used to model and evaluate potential budgets.	1	2	5
Budget Preparation Business Goals	Support historical analysis of agency, department, and division budgets, allowing for tracking of past year budget and actual information.	1	3	5
Budget Preparation Business Goals	Support position and project budgeting.	1	2	5
Budget Preparation Business Goals	Provide the capability to distinguish between local and countywide budget information.	1	2	5
Budget Preparation Business Goals Average		1.0	2.4	5.0
Grand Average		1.3	2.6	4.9